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FROM THE AMERICAN PEOPLE

Response by the U.S. Agency for International Development to the Recommendations from the BIFAD 180th Public Meeting: *Agriculture and Food Security in Fragile and Conflict-Affected Contexts, October 15, 2019*

BIFAD Recommendations

Recognizing that USAID has been a thought leader on technical tools and approaches related to conflict, political economy, local systems and adaptive management, these recommendations to USAID build on this strong foundation and emphasize the importance of wholesale adoption/mainstreaming across the Agency.

- 1. Recognize that conflict zones are always food insecure.** Focus on agriculture, food systems, agriculture-linked livelihoods and resilience as essential determinants of survival and recovery in conflict-affected areas.

Agency Response: USAID is transforming itself internally to address the linked problems of conflict and food insecurity and reorganizing to better address coherence across the Humanitarian–Development–Peace nexus. USAID’s new bureaus include the Bureau for Resilience and Food Security (RFS), the Bureau for Conflict Prevention and Stabilization (CPS), and the Bureau for Humanitarian Assistance (BHA). The Agency is also undergoing a review of its Global Food Security Strategy (GFSS) in this fiscal year. Through interagency and partner consultations, preliminary findings indicate that conflict integration needs to be strengthened and mainstreamed throughout the GFSS alongside programming guidance specific to conflict-affected contexts.

USAID Bureaus in the Humanitarian–Development–Peace space are taking steps to ensure the Agency’s food security investments are fit for purpose in conflict-affected areas. For example, RFS has issued a policy brief on food security and conflict to frame its work in this area and is pursuing related tools and training on conflict sensitivity for staff. CPS’ Center for Conflict and Violence Prevention (CVP) is also recruiting conflict experts to lead on integrating conflict sensitivity across

USAID food security investments. BHA includes specific language on conflict and food security within its Emergency Application Guidelines, and has developed an internal framework on Early Recovery, Risk Reduction and Resilience.

BIFAD Recommendations

2. Promote conflict sensitivity. Understand the context and the dynamics that fuel conflict, especially as they affect agriculture, the food system, and different groups. Then design and adaptively manage interventions accordingly.

2.1. *Analyzing Conflict*

- 2.1.1. In partnership with relevant USG agencies, support improved conflict analytics and measurement approaches. Explore the potential for satellite data to contribute, given the difficulty in gathering on-the-ground data in a conflict zone.
- 2.1.2. In partnership with relevant USG agencies, invest in early warning tools and systems to predict conflict and to support national security environment monitoring and societal crisis management.

2.2. *Conflict Sensitivity*

- 2.2.1. Widely adopt and mainstream conflict sensitivity and Do No Harm approaches among its country partners, implementing partners, and personnel. Design investments with conflict in mind; interventions should be tailored to the context and the unique features of each conflict.
- 2.2.2. Support approaches that leverage what is working well in a place, including engagement of the private sector, or trusted, local leaders.
- 2.2.3. Use political economy analysis routinely in conflict settings to identify the key actors and stakeholders in different value chains, leverage community and private sector joint ownership, cultivate accountability, prevent elite capture.
- 2.2.4. Support the involvement of a broad range of actors to reach affected populations, including non-traditional actors.

2.3. *Adaptive Management*

- 2.3.1. In protracted crises, support intervention at the system-level, for longer time frames, and more flexible operational aspects.
- 2.3.2. Support practitioner development of operational plans and strategies for unpredictable and fast-changing environments over the life-of-project,

- including tactics for activity management when field sites are not accessible or when working with newly displaced people.
- 2.3.3. Encourage development partners to think more systematically about displacement of populations during design and implementation.

Agency Response: From its inception in 2002, the Office of Conflict Management and Mitigation (CMM) led the Agency in providing training, tools, and technical expertise on conflict, conflict sensitivity and conflict analysis, as well as on conflict and violence prevention. Today, its successor, CVP, builds on CMM’s strengths and experience by prioritizing Mission support and investing in personnel who will specifically integrate a conflict lens across development sectors and USAID Mission portfolios. CVP’s mandate actively fuses analysis and practice and ensures proactive collaboration in the field, where it is needed most.

CVP is currently collaborating with the United States Institute of Peace (USIP) to update its Conflict Assessment Framework (CAF)¹. The CAF is a political economy analysis tool that USAID Missions use as part of their strategic planning and program design processes to illuminate the root causes of conflict and identify entry points in a local system to prevent, mitigate or respond to conflict or violence. Multiple USAID mechanisms, such as the New Partnerships Initiative², empower local government, civil society, private sector, and community-based groups to lead their own development—a critical component of programmatic sustainability as well as of long-term conflict prevention. Engagement with local partners is also a cornerstone of the Global Fragility Act³ passed by Congress, and the subsequent U.S. Strategy to Prevent Conflict and Promote Stability.⁴

USAID’s Bureau for Humanitarian Assistance provides an in-depth mandatory Humanitarian Protection training that includes a module on the intersection of Atrocity Prevention and humanitarian response. BHA staff are trained to recognize risk factors, early warning signs, and indicators of mass atrocity occurrence; communicate this information to appropriate personnel in the interagency; and identify additional humanitarian needs. BHA staff have historically played a key role in recognizing and reporting early warning signs of conflict, such as crises in Darfur and Burma.

¹ https://pdf.usaid.gov/pdf_docs/pnady739.pdf

² <https://www.usaid.gov/npa>

³ <https://static1.squarespace.com/static/5db70e83fc0a966cf4cc42ea/t/5f6208ed4c84b42901596f35/1600260333957/BIL-LS-116HR1865SA-RCP116-44+%28GFA+ONLY%29.pdf>

⁴ <https://www.state.gov/stability-strategy/>

BHA used conflict analysis in designing its multi-year resilience food security activity (RFSA) for Mali. The requirements for conflict sensitive intervention design and implementation approaches were communicated through the request for application (RFA). BHA in collaboration with RFS designed a conflict sensitive evaluation. The intentional adaptive management was in-built into the design with BHA's refine and implement model and co-creation initiatives. BHA's Implementer-Led Design, Evidence, Analysis and Learning (IDEAL) activity is also documenting lessons learned and promising practice in applying conflict sensitivity within food security programming to help inform implementing partners.

USAID has also issued Office of Acquisition and Assistance (OAA) guidance on shock-responsive programming⁵, which includes such tools as crisis modifiers and other adaptive management techniques for contracts and grants that offer USAID and its implementing partners the flexibility needed to respond to conflict and related shocks in real time. Meanwhile, Missions have addressed conflict at the strategic level in novel ways, including through country-level scenario-based strategic frameworks in places such as South Sudan⁶ or at the regional level through efforts such as the Sahel Development Partnership.

BIFAD Recommendations

3. Develop technical guidance and research for conflict-affected and fragile settings.

Use a systems lens to assess conflict-affected contexts in order to (1) understand the relationship between conflict and key factors in building and maintaining food security (e.g., seeds, supply chains, crop management, storage, and markets) and (2) identify related opportunities for research, programming and technical guidance.

3.1. Technical Guidance for Conflict-affected Areas

- 3.1.1. Develop sector-specific technical advice for conflict areas to determine what can be done in what kinds of conflict, for example, in sectors such as seeds, pests management, or storage (e.g., uninterrupted stability for planting or harvesting, or the labor intensity of crop management).
- 3.1.2. Assess the risks and, when appropriate, invest in commercialization of advanced agricultural technologies and innovations that are adapted to and relevant to conflict and consistent with host government policy.
- 3.1.3. Refine conflict typologies linked to agricultural interventions (e.g., appropriate pest management approaches or planting and harvesting schedules for existing conditions).

⁵ https://usaidlearninglab.org/sites/default/files/resource/files/shock_responsive_programming_guidance_compliant.pdf

⁶ <https://www.usaid.gov/sites/default/files/documents/Strategic-Framework-SouthSudan-July-2024-public-version.pdf>

3.2. *Research Needs*

- 3.2.1. Document what is working well, despite the challenging conditions, and why, to learn from the shocks and inform future investments and actions. Continue to fund research and researchers on conflict and fragile settings, to achieve a deeper understanding of the following areas:
- 3.2.2. The differential impacts of conflict on women and children and youth and implications for decision-making.
- 3.2.3. The implications of conflict for agricultural input and output markets, value chains, sales networks, support programs, extension services, internal and international trade, global food prices, and human rights.
- 3.2.4. The agricultural economy in those places that have been abandoned because of conflict and what future opportunities might exist in those areas.
- 3.2.5. Consumer demand, especially among vulnerable populations.
- 3.2.6. Sector-specific advice (e.g., seeds, pests, storage for conflict settings).
- 3.2.7. High-level evaluation of the impact of interventions.
- 3.2.8. Resettlement patterns for people displaced by conflict.
- 3.2.9. Resilience of displaced populations and evidence on how to program to key sources of resilience in a context of displacement.

Agency Response: USAID is investing in systems thinking and research that positions the Agency to best respond to the unique needs of conflict-affected and fragile settings. RFS has recently developed a Food Systems Conceptual Framework that centers on resilience to key shocks and stresses such as conflict and is pursuing a companion guide to this framework for operating in fragile and conflict-affected contexts. Feed the Future Innovation Lab research partners—especially the Feed the Future Innovation Lab for Markets, Risk & Resilience—are testing approaches to promoting sustainable development and resilience in fragile contexts. RFS’ Resilience Evaluation, Analysis, and Learning (REAL) awards are also dedicated to building the evidence base on what programming works and how in conflict-affected and fragile contexts; for example, these awards have developed a rapid learning series for strengthening resilience in the midst of conflict and are conducting an impact evaluation of resilience and agriculture investments in conflict-affected areas of Northeast Nigeria. New activities such as Policy LINK have adopted a collaborative governance approach for rebuilding agriculture in the most conflict-affected areas of South Sudan, with a special focus on capturing learning from operating in these complex, conflict-affected contexts. USAID appreciates the need for further research and sector-specific technical guidance for operating in conflict-affected areas (e.g., seeds, pest management, input and

output market functionality) and looks forward to exploring opportunities. Conflict sensitive approaches are key for understanding the constraints and opportunities for scaling new technologies as well. For instance, RFS has developed an Agriculture Scalability Assessment Toolkit⁷ for determining the pathways to scale and constraints to adoption of technologies and innovations that will be relevant in conflict contexts.

USAID also works to strengthen the impact, sustainability, and scalability of Title II agriculture, natural resource management, and alternative livelihood activities in both emergency and development contexts, such as through the Strengthening Capacity in Agriculture, Livelihoods and Environment⁸ (SCALE) Award. Funded by the USAID Bureau for Humanitarian Assistance, SCALE helps with capacity strengthening, applied research and knowledge sharing to ensure that communities and families fully benefit from the U.S. Government’s investments in food security programs. SCALE partners with food security implementers and the broader research community to capture, generate, apply and share knowledge to foster more resilient agricultural systems and enhance income opportunities for the world’s most vulnerable. New BHA Guidelines also include a new Conflict Mitigation and Dispute Resolution keyword in FY 2020 with accompanying guidance, to help structure and capture interventions and learning in this area.

BIFAD Recommendations

4. **Work with and through local food systems.** Build capacity and engage with diverse local partners—from farmers, community leaders, women, men, and youth to government officials, traders and the private sector—with special attention to strengthening social cohesion and the relationship between citizens and their government. Explore opportunities to engage the diaspora and regional efforts.
 - 4.1. Support capacity development of the public sector and civil society in conflict settings.
 - 4.2. Prioritize interventions that maintain food systems during resurgence of violence; re-build food systems quickly; and rebuild food systems “better”, i.e., so they are more inclusive and prevent fueling further conflicts.
 - 4.3. While creating employment opportunities is difficult in conflict settings, when violence lessens and opportunities emerge, partner with private sector entities and value chain actors in conflict settings to create employment, build capacity, and introduce new technologies and innovations.
 - 4.4. Focus on youth in efforts to scale up employment and job creation opportunities.

⁷ <https://www.agrilinks.org/post/guide-agricultural-scalability-assessment-tool>

⁸ <https://www.fsnnetwork.org/SCALE#:~:text=SCALE%20is%20an%20initiative%20funded,emergency%20and%20non%2Demergency%20contexts>.

- 4.5. Understand the gendered dimensions of conflict when addressing the needs of, and opportunities for, men, women, boys, and girls.
- 4.6. Leverage the private sector and other donor investments through strategic partnerships.
- 4.7. Explore opportunities to engage the diaspora in conflict environments and leverage diaspora investments.
- 4.8. Considering how conflicts often spill across borders, support the integration of regional efforts and initiatives, particularly cross-boundary and regional initiatives.

Agency Response:

Food Systems. The RFS Food Systems Conceptual Framework helps articulate the Agency’s contribution to strengthening food systems and provides a high-level roadmap, in line with the U.S. Government’s overall Global Food Security Strategy, to build more resilient communities and to sustainably reduce hunger, malnutrition, and poverty. Application of the Framework provides a reference point to ensure coordination and collaboration with diverse stakeholders, especially marginalized groups and including both public and private actors, civil society, youth, and diaspora communities. The Framework is an excellent organizing tool for USAID’s investments in specific local food systems, which are highlighted in the sections below.

Policy System Development. USAID’s partnerships have promoted capacity development of the public sector and civil society in conflict settings through a foundation of trust, respect, and mutual accountability to support inclusive policy processes. Through activities such as Policy LINK, USAID promotes a systems approach to strengthen mutual accountability—systemically and in all stakeholders—in order to build trust in both counterparts and the policy system, which in turn accelerates investment and action on the part of all stakeholders. This approach has been used to restart and accelerate agricultural growth and post-conflict reconstruction in places such as South Sudan.

Private sector. One of USAID’s primary Private Sector Engagement (PSE) development objectives is to influence industry practices toward greater social stewardship in developing frontier markets, including in conflict areas. USAID has recently undertaken an effort to identify workforce development programs of current and prospective private sector partners in order to more effectively develop employment enhancing initiatives, including in conflict areas. Recognizing that PSE efforts can be potentially destabilizing in conflict-affected contexts, USAID has convened a cross-sectoral Conflict Sensitivity and Private Sector Engagement working group,

chaired by CVP in CPS, to develop guidance and resources to assist technical colleagues in the field become better attuned to these risks, strengthen partner vetting and oversight (particularly where the Agency engages with market actors in fragile settings), and strengthen conflict-sensitive programming in all development sectors, including agriculture and food systems.

USAID also has a number of country-level success stories on private-sector investment in fragile and conflict-affected contexts. In Somalia, by situating development projects in areas with comparatively less active conflict, USAID's Growth, Enterprise, Employment & Livelihoods⁹ activity has helped the export-oriented fisheries sector improve cold-chain infrastructure and grow significantly. In Democratic Republic of the Congo, USAID's Feed the Future Enabling Environment for Food Security¹⁰ (EEFS) project has attracted private-sector investment to the seed sector in conflict-sensitive ways tailored to this fragile context.

Humanitarian Assistance. USAID is also partnering with other international donors on Creating Hope in Conflict: A Humanitarian Grand Challenge. Through this Grand Challenge, USAID is supporting innovative solutions that engage the private sector and draw from the experiences of affected communities in order to significantly improve the lives of vulnerable people affected by conflict. For example, the Grand Challenge supported the Rainmaker Enterprise, which involves installing solar powered water pumps and sensor-driven drip irrigation systems in villages across South Sudan. With over 3,000 average sunshine hours, ample arable land, thousands of unemployed youth and adults, South Sudan has new resources to address its dire humanitarian needs. Moreover, BHA's market-based food assistance programming has grown precipitously in recent years. In fiscal year 2020, BHA funded over \$1.5 billion in cash and voucher assistance programming targeted to help people buy food on local markets, in addition to the programs that procured food for distribution directly from suppliers in-country in conflict settings. In some environments, BHA will both support small-scale producers on the agricultural production side and also engage market actors to source food for its programs in the same response.

Gender and Youth. USAID requires that all strategies, projects, and activities are informed by gender analyses that examine gender roles and norms underlying the gender inequalities within food systems and that they interrogate how these roles and norms shape and are shaped by conflict in order to enable inclusive and equitable rebuilding of food systems. USAID also works strategically to address how gender inequalities are overlaid with inequalities related to age and stage in life. Approaches are designed to sustainably overcome barriers that limit young people's access to productive resources and opportunities (e.g., land, finance, inputs, services, market linkages) at scale, including as they are exacerbated by conflict. For example, the DRC

⁹ <https://www.usaid.gov/documents/1865/fact-sheet-growth-enterprise-employment-and-livelihoods-geel>

¹⁰ <https://www.agrilinks.org/activities/feed-future-enabling-environment-food-security-project#:~:text=Launched%20in%20October%202015%20and,local%20solutions%20and%20address%20strategic>

Strengthening Value Chains Activity¹¹ takes a women- and youth-inclusive, conflict-sensitive approach to strengthening women's and youths' engagement in agriculture and supporting market systems. A combination of Gender Action Learning System training with nutrition-sensitive value chain and market-systems development approaches, also using digital technologies, is leading to new economic initiatives, improved money management, more healthful lifestyles, and decreased domestic violence among women and youth. Additionally, the Graduating to Resilience Activity¹² aims to graduate both refugee and host community households from conditions of food insecurity and fragile livelihoods to self-reliance and resilience in Uganda. Gender, value-chain, and youth analyses were carried out in order to design training and private sector engagement interventions that would best respond to the needs, preferences, and opportunities of refugee and host community youth and women.

USAID encourages Missions to conduct youth assessments that examine young people's roles and norms that underlie the inequalities and opportunities within food systems as well as to utilize the Youth in Conflict: A Toolkit for Intervention¹³ resource as a companion to the Conflict Assessment Framework. Both the U.S. Government Global Food Security Strategy and the USAID Food Assistance and Food Security Strategy recognize the importance of female and youth empowerment and livelihoods to accelerate gains in food and nutrition security. USAID also contributes to Youth, Peace and Security (YPS) efforts, as highlighted in international mechanisms such as UN Security Council Resolution 2250, and the pending YPS Act in the U.S. Congress, which are key frameworks for improving youth engagement in food security within conflict contexts.

BIFAD Recommendations

5. **Leverage formal and informal markets.** Scan for inclusive and creative opportunities to leverage what is working well despite challenging conditions
 - 5.1. Select markets with care for inclusivity and increased resilience, understanding who is impacted and to what extent, including displaced and vulnerable groups (women and youth), and selecting and shifting interventions with flexibility and agility based on levels of violence and freedom of movement.

¹¹ <https://www.tetrattech.com/en/projects/strengthening-value-chains-to-bolster-food-security>

¹² <https://www.avsi.org/en/project/graduating-to-resilience/4/>

¹³ https://pdf.usaid.gov/pdf_docs/Pnadb336.pdf

- 5.2. Avoid commodities that are susceptible to fueling further conflicts and thefts (e.g., cabbages or livestock are more vulnerable to theft and quick sale by militia groups).
- 5.3. Make greater investments in productive sectors in conflict countries, especially leveraging informal, local markets and large-scale traders, who are conflict savvy^[1] and routinely move large volumes in and out of high-risk areas.
- 5.4. Leverage formal markets but carefully choose the companies with which aid organizations work. Formal sector companies should have wide crop variety portfolios, routinely serve and be committed to an area, and be conflict savvy.

Agency Response:

A foundational principle of USAID's market systems approach is to amplify the work of local actors that have found ways to work productively despite contextual challenges and to leverage opportunities where they exist. This includes encouraging the use of local markets for sourcing both goods and services to the extent possible in both development and humanitarian efforts. For example, USAID's partners use vouchers to leverage local capacities and support both formal and informal seed input markets in Niger and Burkina Faso, engaging both small traders in the informal market likely to carry crops and varieties adapted to local conditions and agro-dealers in the formal market likely to carry both new varieties and certified seed. USAID encourages its partners to use market analysis which includes both formal and informal markets, political economy analysis and conflict analysis to inform the selection of both target commodities and private-sector partnerships in order to avoid exacerbating tensions and to identify strategic points of intervention to enable market continuity. For example, USAID programming in Syria worked with local bakeries to meet local food needs, thus alleviating food insecurity while also supporting trusted community vendors.

One example of USAID's efforts to strengthen the linkages between formal and informal markets in seed systems is the S34D (Seed System Security for Development) program, which works in more than a dozen countries and generates best practices for working across formal, informal and emergency seed sectors to sustainably offer quality, affordable seeds of a range of crops and strengthen market-led Interventions.

Intentionality at the inception of USAID's market systems development programs helped achieve more rapid outcomes for women and youth and has driven internal buy-in for women's and youth's commercial importance. Youth- and women-focused market analysis informs opportunities. Just as

some commodities can inflame, others can help heal. For example, USAID has seen success with strategic engagement in the coffee sector in Rwanda and Colombia as a way to invest in assets (coffee trees) that are difficult to loot. These investments are ultimately more conflict sensitive than investing in more easily lootable crops. An emerging approach is to apply a risk lens to commodity and market interventions, including perishability considerations and logistics to reach end markets. For example, USAID programmed to vulnerabilities in the livestock market system in Somalia and to logistical concerns around transport of perishable products in Nepal during the Maoist insurgency.

USAID has also supported the development and updating of the Price Monitoring, Analysis, and Response Kit (MARKit) that was developed by representatives from the Local Regional Procurement (LRP) Learning Alliance to guide food assistance practitioners through the steps to monitor markets during the implementation of food assistance programs, and to ensure that programs remain responsive to changing market conditions. USAID/BHA staff, in coordination with the State Department Bureau of Population, Refugees, and Migration, developed the Modality Decision Tool, which provides a framework for determining what form of support is most appropriate to a given crisis with consideration for local market systems, infrastructure, programmatic objectives (including local population preferences), and cost.

The Agency as a whole is in the midst of strengthening its private sector due diligence and risk management systems to specifically include a focus on conflict and related risks. RFS has developed a private-sector screening tool to conduct pre-partnership due diligence and ensure compatibility with Agency standards and goals. Before entering into a partnership, RFS tracks the potential for impact, mission alignment, contributions to gender, youth, and the environment, and potential risks, including conflict. These screens allow progress on PSE objectives while ensuring high partnering standards and alignment.

One component of USAID's research efforts is to better understand how trade can impact poverty and hunger in vulnerable populations and communities. USAID's investments in IFPRI's Measuring Cross-Border Trade in Africa Project and in the African Growth and Development Modeling Consortium (AGRODEP) also help improve understanding of the determinants and impacts of informal agricultural trade in African countries.

BIFAD Recommendations

6. **Seek Humanitarian–Development–Peace coherence.** Maximize the impact of agriculture and food security investments by coordinating across other development sectors as well as humanitarian and peacebuilding efforts from across the interagency—in pursuit of collective outcomes when possible.

- 6.1. Promote an integrated and multi-sectoral understanding and approach to programming in conflict-affected areas across kinds of assistance.
- 6.2. Support the development of strategies for sequencing, layering, and integration of both humanitarian, development, and peace assistance activities together towards collective outcomes when possible.
- 6.3. Encourage collaboration across food security and national security experts to explore the potential for food security to prevent U.S. national security problems.
- 6.4. Invest in long-term development in fragile or conflict-affected areas that strengthens resilience and eventually moves beneficiaries away from humanitarian assistance.

Agency Response: USAID’s newly established bureau structure is designed to elevate the Humanitarian–Development–Peace (HDP) nexus as an Agency priority and improve the coherence and impact of humanitarian, development, and peace efforts. The United States is an adherent to the 2019 Development Assistance Committee (DAC) Recommendation on the Humanitarian–Development–Peace Nexus¹⁴, which provides a comprehensive framework that can incentivize the implementation of more collaborative and complementary humanitarian, development, and peace actions, particularly in fragile and conflict-affected situations. USAID’s 2020 Strategic Review¹⁵ also recently released a recommendation on the importance of the HDP Nexus. The U.S. Strategy to Prevent Conflict and Promote Stability¹⁶ under the Global Fragility Act and the Relief Development Coherence (RDC) Working Group are Inter-Agency efforts that promote the HDP nexus as well.

Beyond policy level efforts, USAID’s Resilience Leadership Council and Resilience Technical Working Group, co-led by RFS and BHA, have developed internal programming considerations for HDP coherence and are currently finalizing an external version of these programming considerations for the partner community. The Agency Learning Agenda (ALA) working group, which focuses on promoting impact and sustainability across humanitarian, development and peace assistance, will be hosting a 2021 Peer-Assist event with key Missions in order to promote coherence across modes of assistance. Finally, key components of BHA’s Early Recovery, Risk Response, and Resilience¹⁷ (ER4) (currently internal) strategic framework underscore the importance of the HDP nexus, such as how transformative capacity is needed to bolster the systems

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https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-5019?_ga=2.248430919.1766750413.1621018779-2042497636.1617385150

¹⁵ <https://www.usaid.gov/work-usaid/resources-for-partners/preparing-world-altered-covid-19>

¹⁶ <https://www.state.gov/stability-strategy/>

¹⁷ <https://www.usaid.gov/humanitarian-assistance/what-we-do/early-recovery-risk-reduction-resilience>

and structures that can lead to long-term change following a disaster or for otherwise vulnerable populations.

At the Mission level, USAID has invested widely over the years in nexus activities, as well as in senior level decision-making bodies, such as the Strategic Advisory Group for Emergencies (SAGE) model in Ethiopia. Examples of USAID programs that strengthen coherence across the nexus include Kenya's Partnership for Resilience and Economic Growth (PREG), South Sudan's Partnership for Recovery and Resilience (PfRR), and the Sahel RISE II program and Collaboration and Communication (SCC) Activity.

We have also found that backbone support can be essential to effectively coordinate across sectors, kinds of assistance, and geographies. Through these support structures USAID portfolios can more easily sequence, layer and integrate through mutually reinforcing activities. When appropriate, USAID has integrated HA and DA into impactful models such as Ethiopia's Productive Safety Net Program¹⁸ (PSNP), which effectively integrates HA and DA in wide-scale and longer term programming. An example of layering is when Feed the Future (FTF) development funds were layered on top of the PSNP to expand livelihood opportunities for PNSP beneficiaries and enable many to graduate from the PSNP. Another example of layering is the addition of people-to-people peacebuilding support to a women's land tenure and agriculture activity in Burkina Faso. An example of sequencing is in Northeast Nigeria when USAID HA programs supported safe healing and learning spaces for displaced children.¹⁹ These provide a safe, short-term response to the protection and education needs of children. Once families are more settled, they are able to transition to local schools or non-formal education²⁰ supported by USAID DA programs²¹.

The recently awarded Resilience Food Security Activity (RFSA) in Mali is an example of development programming that was designed with HDP coherence in mind. Interventions, implementation approaches, and monitoring and evaluation were designed to be conflict sensitive. The RFSA has funding flexibility to pivot, and BHA can award emergency response programs if the magnitude of the shock overwhelms the capacity of the flexibility built-in to the RFSA design. All BHA-funded RFSA's are designed to be shock responsive, with crisis modifiers built into every RFSA design that allows partners to pivot. BHA awards emergency response activities to support the target population so that they do not have to divest productive resources if the crisis modifier is insufficient to meet HA needs.

¹⁸ PSNP combines food and cash transfers with skill and capacity development and market-based livelihood opportunities through development resources. The Joint Emergency Operation, funded with FFP emergency resources, is built around the PSNP, serving as an accordion that expands in times of crisis to reach additional beneficiaries and protect development gains.

¹⁹ <https://www.fhi360.org/projects/integrated-humanitarian-assistance-northeast-nigeria-ii-ihann-ii>

²⁰ <https://www.fhi360.org/projects/addressing-education-northeast-nigeria>

²¹ <https://www.usaid.gov/nigeria/education>